ASSISTANT EXECUTIVE OFFICER MATRIX
INFORMATION TECHNOLOGY SERVICES BRANCH
December 13, 2011

Board Assignment Status

Assignment Date	Request / Subject	Due Date	Status / Completed Date

Item of Interest	Status / Completed Date
CalPERS Business Intelligence	In the CalPERS 11-12 Business Plan, Objective 1.3; it states: Develop pension, business partner, health care, and risk business intelligence data mart frameworks by leveraging the my|CalPERS Enterprise Data Warehouse environment. The completion and rollout of the Pension System Resumption (PSR) will serve as a hallmark moment for CalPERS. The new service environment, enabled by what PSR gives us, for the first time, the ability to have a single and complete view of our Member, Employer, Pension, and Health Benefits data (a single version of truth). PSR allows us to capture how our members and other users are making decisions, where their interests lie, and what their needs are. Identifying and tracking these behaviors will allow us to design future services and optimize our future operations in manners that best serve our members. Business Intelligence and Analytics will provide the enhanced environmental tools and methodologies that our operations and strategy leadership can leverage to make real time decisions. The CalPERS Business Intelligence (BI) Initiative has begun the work necessary to create an Enterprise Business Intelligence (BI) Service. During the first and second quarters of the 2011-2012 Fiscal Year, the BI Initiative began several streams of work, including the following: • Proof of Concepts - The initial BI Initiative proof of concept began with a focus on the distribution of retirement age over the last 17 years. The team worked with the Retirement Research & Planning Division to obtain data and produce information on this distribution. During this effort, additional questions and areas of focus arose that began to look at the distribution of warrant amounts across retirees and types of employers. This focus on warrant information helped to define the second proof of concept which is currently in progress. The team is working with both the Risk Management Office and Retirement Research & Planning Division to refine the scope of this proof of concept. At this point, it is a more detailed look at initial warrant amounts by employer. • Legislative Hearing Support - The BI Initiative team is currently developing information and charts that can be used at the December 1st Legislative Hearing on Pensions. The information and charts are focused on various aspects of warrant information including retirement age, years of service and replacement percentage for CalPERS retirees. • Data – Now that my|CalPERS is in production, the BI Initiative has begun using data from the new system to support the various on-going BI efforts. • CalPERS BI Roadmap - The BI Initiative team is currently building the first draft of a roadmap that will define steps for maturing CalPERS BI service. These steps will include how to mature CalPERS ability to deliver business intelligence through people, process, data and technology.

IT Security Roadmap	The Security Roadmap is a multi-year plan that will ensure CalPERS technology remains secure against the constantly changing landscape of threats and hacking. This Roadmap includes prioritized yearly initiatives and deliverables focused on implementing the latest preventative measures. In order to develop the roadmap, security control frameworks and industry-based security standards were used to ensure alignment with the security industry. The CalPERS Security Roadmap Initiative has been in place for the past 12 months and was slowed due to PSR. However, now that my|CalPERS has completed the initial launch, collaborative work between CalPERS Information Security Office and Information Technology Services has progressed the Security Roadmap. The team has completed the development of an initial version of the Security Roadmap Program Management Plan. This plan addresses time, effort and cost associated with the 26 identified projects to be executed over the next 6-7 years. These projects have been separated into phases so that the organization can approve each phase, rather than the entire set of projects at once. The following is information on the initial phases: • Phase 1 - This phase addresses improvements related to improving several aspects of CalPERS information technology infrastructure that staff work directly work on. Specifically, CalPERS security policies will be updated to address the most current knowledge on how to protect organizations. CalPERS will improve the ability to secure and manage mobile devices (tablet computers, smartphones, etc). CalPERS will complete the changes necessary to be in compliance with federal computer standards for desktop computers. Technology will be enahanced to prevent the introduction of malicious programs that could infect CalPERS computer systems. The projected cost of this phase is $4.8 million. • Phase 2 - This phase addresses CalPERS ability to ensure all systems have the most current updates related to security. This includes CalPERS ability to keep desktops and servers updated so that any known security issues can be prevented. In addition, this phase will improve CalPERS ability to allow secure, remote access to internal systems. Last, CalPERS will improve the ability to ensure that sensitive/confidential data does not leave the organization when not intended to do so. The current estimated cost of this phase is $3.3 million; however, a detailed assessment has not been completed. • Phase 3 - This phase improves CalPERS ability to manage identity information of members, employers, staff and consultants and the use of that information to ensure people and systems have the proper types and levels of access to CalPERS systems and data. This stretches across all CalPERS systems. The current estimated cost of this phase is $8.7 million; however, a detailed assessment has not been completed.
Board Automation	Our high level objective is to move CalPERS to a more efficient, highly secure, less labor intensive online system that reduces cost, dramatically reduces paper waste, and increases productivity of everyone involved in the board book process. This effort has already made important changes and will wrap up in the coming months. The following is a breakdown of what has completed and next steps: • CalPERS Board Members have made use of iPads and the digital, online Board Materials for multiple Board of Administration meetings. The response has been very positive and improvements to managing the meetings in a digital format continue to be made. While paper and binders have been provided during this transition period, those will be eliminated in the coming months to reduce costs associated with producing the binders. • In the coming months, iPads and the digital Board Materials will be provided to CalPERS Executives to further reduce the reliance upon paper and physical binders. • Minor adjustments continue to be made to the process and use of the devices and digital Board Materials during this transition period. However, the organization has transitioned quickly and continues to identify benefits to this new approach.

Enterprise Resource Planning (Financials, Human Resources, Procurement, etc.)	CalPERS Administrative Functions rely on a solid Enterprise Resource Planning (ERP) solution. Recently our Administrative Automation Initiatives Governance (AAIG) Team looked at several viable options for providing an ERP foundation for CalPERS. After consideration of the options, the Team determined that continuing to build upon the PeopleSoft ERP solution in place today provides the best value for CalPERS. With this strategic direction set, the Team focused on implementation plans for its top priorities: contract management, time & labor, form 700, recruitment and hiring, parking (completed), and project support/program management. It is important to note that our enterprise ASB Strategy has a 3-5 year time frame and our Governance Team will continue to prioritize new work each FY. Four initiatives in support of the Administrative Automation Strategy are underway currently and described below: • Contracts Management Automation Phase II – Phase I delivered a PeopleSoft Contracts solution to modernize a manual paper contract development and editing to an electronic workflow process that improved management of contracts and contract templates including version control and security. Phase II, targeted for completion in 1st quarter 2012, has 13 objectives that enhance the solution delivered in phase 1, including the removal of the user account limit and increasing the number of users to an unlimited number, providing a fully functioning set of collaboration and approval tools, and other enhancements such as robust reporting, a library of RFP templates, and e-signature functionality. All objectives are on track. • Form 700 – Today approximately 600 CalPERS employees and 300 consultants in designated positions are required to file a Form 700 – Statement of Economic Interest. The current Form 700 process is manual and labor intensive. In support of the of AAIG strategic direction, this initiative will purchase and implement a Software as a Service (SaaS) solution (externally hosted) Form 700 application. This application will automate the business process for submission, tracking, sending notifications of the Form 700 and for electronic filing of forms. The benefits of this solution include increased productivity by managing the submission and tracking of Form 700, timely automated notification, management and tracking of annual Statement of Economic Interests (Form 700) filings, self-service capabilities to easily fill out Form 700 using web browser with instant checking/correction, and reports for agencies, filers, and eDisclosure activities. Final configuration and testing is taking place, with a projected "go-live" date of January 3, 2012. The project is targeted for completion in early 2012. • PeopleSoft Human Capital Management (HCM) Upgrade – Currently in the analysis/development phase and targeted for completion in mid-2012, this initiative seeks to achieve more efficient and effective operations within Human Resources by upgrading the existing PeopleSoft Human Resource Management System (HRMS). In completing this initiative, CalPERS will remove or reduce customizations to the existing system toward reduced cost of ownership and complexity, improve business processes, enhance system integration and automation, provide more opportunities for web based self-service transactions for staff, and go increasingly paperless with HR service request forms. Of particular note is implementation of the Time and Labor HCM module which will allow the paperless automation of monthly timesheet creation, submission, review and approval. • Automation of HR Recruitment – This initiative will significantly reduce the overall candidate selection timeline by implementing a Software as a Service (SaaS) solution with capabilities to provide self-service opportunities for applicants, as well as HRSD staff and CalPERS recruiting managers. The solution will provide flexible and customizable workflows, and extensive reporting capabilities to reduce time to establish eligibility, reduce time to fill, and increase efficiencies. Targeted for completion in late 2012, the Request for Proposal (RFP) was released recently with vendor proposals due for evaluation in early December 2011 (vendor selection anticipated in the Spring).
Disaster Resilliency	Email services at the EOC are well underway and the build is 70% complete. It is on target for testing that begins in mid-December. During the Memorial Day power down of the Lincoln Plaza campus, email service will still be available via Blackberry and Web Based eMail (https://OWA.calpers.ca.gov). Two 96 hour disaster recovery events are being planned this fiscal year with our DR partners, EMC/SunGard. ITSB staff will participate in ongoing bi-annual exercises to mature the processes for recovering CalPERS mission critical applications in defined times. The first exercise is targeted for late February, and the second (which will focus on the MyCalPERS application) is targeted for late May. INVO Trading Room may also participate in the exercises. Staff are currently working on refining plans and "run books" so that our DR partners have the best documentation with which to bring our system on-line in short timeframes.

Contact Center Upgrade	**VoIP Update** Just before the Thanksgiving holiday, the Data Center finished scoring 5 proposals from Voice over IP integrators, to design an enterprise wide VoIP solution for CalPERS, and deliver a pilot of that solution to a select group of users throughout the Lincoln Plaza campus and several regional offices this fiscal year. They will be awarding this contract and starting to work immediately. The pilot will target 150 users for new phones and voicemail services. The Data Center will roll out these services to the rest of the enterprise next fiscal year with some contract help. **Contact Center Upgrade** In December, the Data Center will also embark upon a technology refresh effort that will replace CalPERS Contact Center's Interactive Voice Response (IVR) system, and upgrade the call center applications that control and report on call delivery to agents. These two technology refresh efforts will pave the way for business driven service enhancements within the Contact Centers, and numerous voice mobility opportunities for CalPERS business partners, members and employees. These Contact Center enhancements are also targeted for FY 12/13.